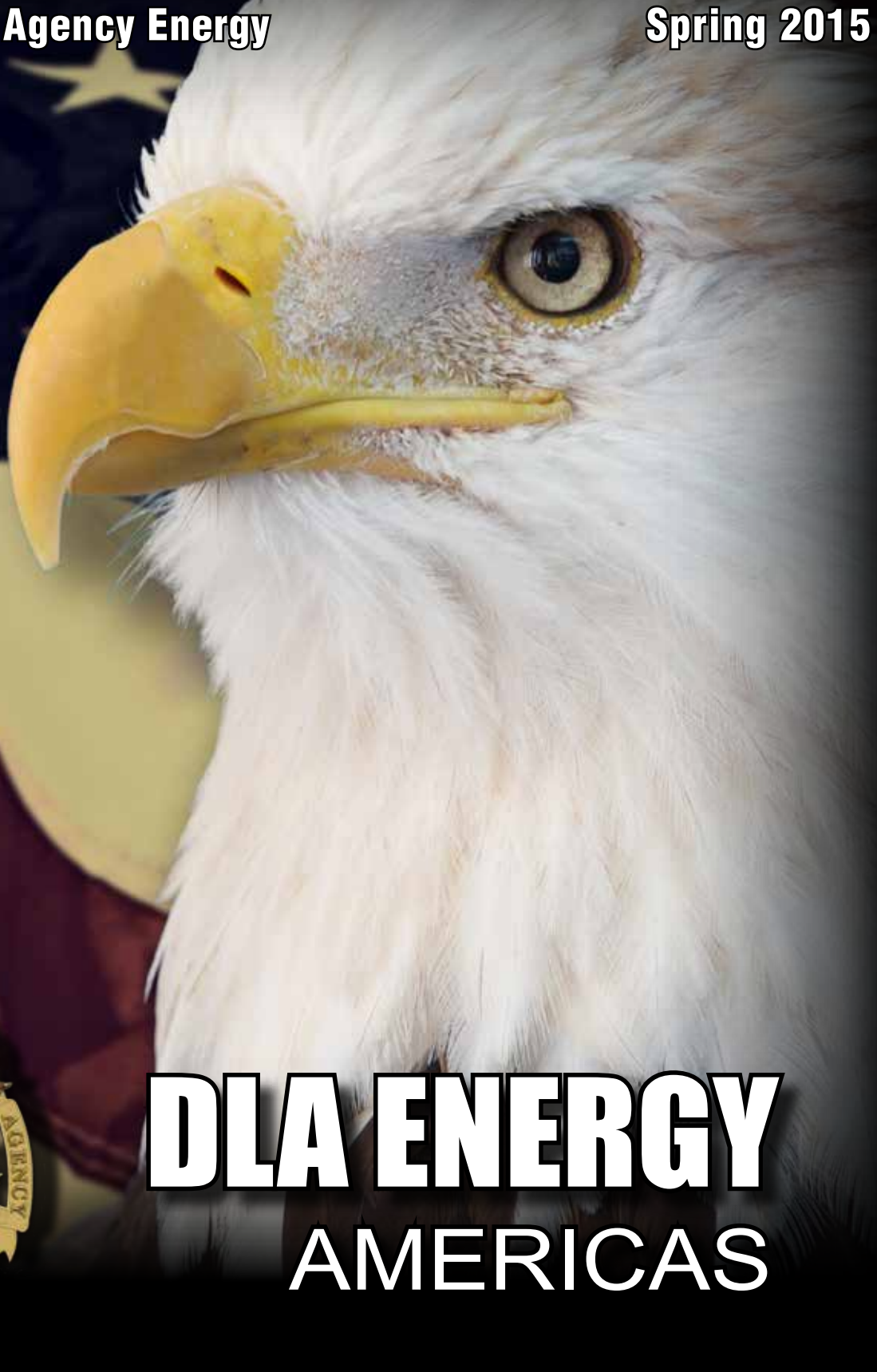


ENERGY SOURCE

Defense Logistics Agency Energy

Spring 2015



DLA ENERGY AMERICAS

from the commander —

Brig. Gen. Mark McLeod, USAF
Defense Logistics Agency Energy

The other day, I was asked, “What do you think is the ‘heart and soul’ of DLA Energy?”

Without a doubt, it’s our regional commands – Middle East, Europe & Africa, the Pacific, and our featured region in this quarter’s edition of the *Energy Source* magazine, Americas. DLA Energy’s core processes of contracting and acquisition certainly power our engine of success globally, but it is the direct processes, interfaces, relationships we build, nurture and enjoy out of the regions that translate our world-class processes into world-class customer support.

Sitting here in the headquarters, it becomes easy to see our “Energy” world from the inside (here at Fort Belvoir, Virginia) outward. While that may be good for operations here in the Washington, D.C. area of responsibility, it’s not the best way to address the myriad issues our customers encounter, either with our internal processes or with their various customers. Thus I’ve adopted an “outside-in” approach during my time here in Energy, shaped by both my previous experience in a combatant command and by the feedback from our regional experts. That’s why we are focusing so heavily on addressing future COCOM requirements (positioning, capability and capacity), enterprise Sustainment, Restoration and Modernization program velocity, Enterprise Business Process performance and executive agent authorities that place us in the best position to synchronize the Department of Defense fuel infrastruc-

ture prioritization and right-sizing, warfighters first – then effectiveness and efficiency for DoD.

Not surprisingly, DLA Energy Americas professionals proudly carry out this mission set throughout our nation and beyond its borders every day. Keep turning the pages and you’ll see their important efforts on behalf of President Obama’s rebalance to the Pacific initiative, the activities and contributions of our quality assurance representatives and the outstanding support we provided to the Federal Emergency Management Agency via the 2015 Quartermaster Liquid Logistics Exercise. In addition to their uncompromising mission support, I think you may also find the article on America’s management team attendance at the “True Growth Academy” interesting and illustrative of their commitment to improving both organizational efficiency and culture/climate environment.

World-class support and innovation emanating from Houston and San Pedro, California? YOU BET! Enjoy the following pages and see if you agree.



Mark Michael McLeod

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A motor transportation operator with the 773rd Transportation Company based out of Queens, New York, prepares a fuel line for inspection before using it for transporting fuel in the 2014 Quartermaster Liquid Logistics Exercise, operationally controlled by the 633rd Quartermaster Battalion at Fort Bragg, North Carolina, June 8. Photo by Army Sgt. Dalton Smith

Exercise Planning

By Susan Lowe

Defense Logistics Agency Energy supplies the bulk petroleum for the annual Quartermaster Liquid Logistics Exercises, providing readiness and training for more than 2,000 Army Reserve soldiers.

The Army Reserve's 475th Quartermaster Group from Farrell, Pennsylvania, is providing overall mission command for QLLEX 15, which occurs June 6-19 and will distribute the bulk petroleum to DLA Energy's real world customers in New York, Pennsylvania, New Jersey, Virginia, North Carolina, Washington and Arizona.

DLA Energy Americas employees from both the Houston and San Pedro, California, sub-regions participate in the exercise and must plan well in advance how best to support the Army.

"The planning for QLLEX 15 started almost immediately after we concluded our after action report on QLLEX 14, which was around July 2014," said Ben Beadles, DLA Energy Americas at Houston operations officer.

"By the time I picked up planning responsibilities in September 2014, intermediate [defense fuel support points] were already selected along with fuel projections and estimated daily lift requirements," he said. "In the planning phase, regional supply planners assist with forecasting and demand planning for customers receiving bulk fuel from our DFSPs."

DLA Energy Americas at Houston provides the forecasts or lift projections to the Army Reserve so they will have a broad idea of systems assets required to support customers in the eastern states.

"The Army Reserve delivers fuel to DLA Energy customers for two weeks during the exercise so it's critical we're involved in all phases of it," Beadles said. "Our goal is to maintain the supply chain and make it seamless to our customers."

All QLLEX 15 participants meet formally during three planning workshops. The initial planning workshop was held in September 2014. During the mid-planning workshop in December 2014, subject matter experts from DLA Energy Americas at Houston validated bulk petroleum requirements, confirmed customer locations, coordinated

tanker pre-inspection day and Quality Day and assisted the 475th Quartermaster Group staff with any concerns. The final planning workshop is scheduled for late March 2015.

In progress review teleconferences occur on a monthly basis and are focused at the action officer level. The IPRs, which started in September 2014 and will continue until just before the exercise execution, serve as a conduit to share information, provide status updates and task out or close planning requirements.

"On a person-to-person level, the region maintains constant contact with the Army Reserve and immediately shares any information, changes to a distribution mode or method, schedule updates or infrastructure issues that might impact the exercise," Beadles said.

DLA Energy Americas has assigned military liaison officers, also known as LNOs, to the battalions to facilitate operations and communication during QLLEX 15.

"As far as I know, this is the first time the region has added military LNOs to assist the Quartermaster battalions," Beadles said.

Joint officers and noncommissioned officers handle all communications regarding preparation for and the actual execution of QLLEX from their assigned battalions to the Americas at Houston team or appropriate subject matter experts, Beadles said.

DLA Energy LNOs coordinate preparation of Army Reserve tank trucks and tankers for DLA Energy pre-inspections, Quality Day inspections and laboratory correlation. They coordinate recertification testing of the fuel prior to returning the product to DLA capitalized sites and facilitate lines of communication for leadership visits, recon site visits, DFSP and distribution requirements.

During the exercise, DLA Energy LNOs will be on-site with their assigned Quartermaster battalions.

"It's a good idea [to have military LNOs] as it allows our officers and [noncommissioned officers] to engage with events outside their normal duties and responsibilities, and it reinforces the region's commitment to a successful annual exercise and partnership with the Army Reserve," Beadles said.



A convoy of fuel trucks stops to have their fuel cargo tested at the 2014 Quartermaster Liquid Logistics Exercise in Camp Pendleton, California. QLLEX is a joint forces exercise where 64 units at eight locations across the continental United States will deliver more than 3.25 million gallons of petroleum. Photo by Army Spc. Thomas Crough

Quality assurance representatives are also involved in the exercise planning process and focus on product quality and safety concerns.

DLA Energy QARs have the opportunity to take one last look at the Army tanker trucks on Quality Day.

“We ensure the trucks are ready to load with regard to product quality, said Clay Allen, DLA Energy Americas at Houston QAR. “The QARs also ensure the mechanical systems appear to be operating [safely] without fuel and are safe to operate in terms of protecting personnel, equipment and the environment.”

When tanker trucks are loaded at DLA Energy-operated DFSPs, the DLA-owned product must be maintained on specification while in transit to DLA Energy customers,

Allen said. Performing these inspections on Quality Day helps ensure the product’s quality throughout the mission.

The inspections also help minimize mechanical problems at the loading facility, in transit and at the capitalized delivery location, he added.

“Army tanker trucks must be ready with operational equipment and safety items to protect their interest, but also prevent incidents at our operated facilities and while moving the DLA-owned product,” Allen said.

The receiving location can reject the tanker truck because of product quality or safety concerns, and they can be denied access to the military installation at the gate for security or safety concerns.

Given the number of tank trucks used, Quality Day is absolutely necessary to ensure a successful QLLEX mission; it's not just training, Allen said.

The QARs are extremely busy throughout Quality Day inspecting, documenting and facilitating corrective actions, he said.

“QARs perform a top to bottom assessment of the tanker truck as a system, which includes the prime mover, the tanker and all associated equipment like pumps, filters, hoses and fire extinguishers,” Allen said.

“The QAR brings deficiencies to the attention of the operators immediately and in many cases, they can be corrected on the spot as the Army has maintenance vehicles and personnel on site,” he added.

Quality Day involves many interested parties and observers from leadership to other stakeholders in

supporting commands.

“However, [the QARs] find time to coach and handle questions throughout the day,” Allen said. “Quality Day for QARs is a huge event often lasting 10-14 hours.”

It is important for DLA Energy to participate in exercises like QLLEX 15 for a number of reasons, Beadles said. It helps DLA Energy Americas train for a new mission it acquired during and after Superstorm Sandy in 2012.

During an emergency or crisis situation, the region is required to assemble a ‘Task Force Americas’ to assist U.S. Northern Command, the Federal Emergency Management Agency and other agencies with command, control and distribution of bulk petroleum products.

Although QLLEX isn’t DLA Energy’s exercise, it’s the best opportunity there is to test the region’s Task Force Americas’ responsibilities, Beadles said. **ES**

Growing Americas' Leadership



By Christopher Goulait

Members of the Defense Logistics Agency Energy Americas team sought out training to boost their leadership skills and develop both better leaders and a better organization.

To do so, management teams from DLA Energy Americas at Houston and DLA Energy Americas at San Pedro, California, attended the True Growth Academy Nov. 11-14, 2014, in Cypress, Texas.

DLA Energy Americas at San Pedro Deputy Director David Ray and DLA Energy Americas at Houston Deputy Director Tracy Keenan discussed who was selected for training, and why it was important for their teams.

“DLA Energy Americas at San Pedro targeted our leaders at the management and supervisor level to attend the True Growth Academy to develop, mature and sustain the leadership skills to lead high-power teams – teams able to achieve optimal mission success and innovation by mentoring and leading their employees to fulfill their individual and team potential in a positive manner,” Ray said.

The San Pedro office first selected supervisors and chiefs to attend an initial training session in June 2014, which was then expanded to include more leaders in the November session. Similar management teams were chosen by the Houston office.

“DLA Energy Americas at Houston understands the value of this training, and is making all efforts to afford supervisors the opportunity to attend,” Keenan said. “The course takes you on a deep journey to understand what makes you tick, document key life events that changed you and come out the other side with an action plan to live a better life and in the process be a better leader.”

“This is a comprehensive look at who you are and where you want to be in your life and as a leader,” Keenan added. “The course looks at both personal and professional to help you determine where you want to be in the future.”

The sub-regional offices' goals were to grow authentic leaders, Keenan said. They were looking to develop managers who people want to follow, by helping them to identify their life's purpose and core values and behaviors.

Those goals were met, said DLA Energy Americas at San Pedro Supplier Operations Division Chief Bowdoin Swenson, one of the training attendees.

"Several months before attending, each student had their boss, peers and direct reports conduct a confidential 360 survey of our leadership style and effect, as well as a self-assessment," Swenson said. "The True Growth advisors used this feedback in one-on-one sessions to help each student understand their strengths and blind spots, and develop an action plan to improve their leadership effectiveness."

Group sessions were also conducted to discover individual's core values and purpose, and develop action plans to authentically change participants and their organization for the better, Swenson said.

"I learned more about my fellow leaders who were with me at [the academy] in four days than I discovered after having worked with them for a year," Ray added. "We developed a high-level professional bond that is resulting in leadership

cooperation and teamwork at a new high level that would not have been achieved without having gone through the process."

While building better leaders benefits the supervisors themselves, the real benefit is to the teams and the organization they lead, Keenan said.

"Authentic leaders build stronger teams, have better loyalty and employee retention, and consistently improve the culture," Keenan said. "By understanding what makes our fellow leaders tick, we will improve how we work together as a team."

The workforce benefits in other ways as well, explained DLA Energy Americas at San Pedro Customer Operations Division Chief Dan Schmidt, another participant.

"We now have a strong commitment to a common set of core values and purpose that has resulted in a renewed focus on teamwork," Schmidt said. "Leaders motivate and empower our employees to strive towards team excellence and fulfill their individual potential."

A focus on "positive energy" in the workplace results in a stronger team that is able to better innovate and support DLA Energy's partners, he said.

"We are also focusing on giving our employees realistic feedback and positive coaching to overcome workplace challenges and achieve greater mission efficiency and effectiveness," Schmidt said. "This has resulted in great increase in trust at all levels, and an unprecedented unity of purpose driven by a re-dedication to our team's core values of integrity, teamwork and trust."

Members of the Houston and San Pedro teams said the course providing these payoffs to the organization was unique compared to previous training with similar goals.

"Many of us are former military and have been through various levels of military leadership training," said participant and DLA Energy Americas at San Pedro Quality Assurance Branch Chief Mike Lambrecht. "All of us as government supervisors have had the DLA leadership training. This course was different in that it went deep into what are 'your core values' to rediscover them and identify your leadership behaviors and life's purpose."

"The one-on-one coaching and the group exercises with your leadership team together made True Growth more effective than other leadership training," he continued.

The program was not your typical leader training program, Keenan added, it truly was a life-altering event that makes

you a better supervisor and leader.


Ray said he attended the course expecting a refresher of his previous military leadership training, but came away with a different experience.

"I came out of this transformed," Ray said. "This was taking leadership core values and application to a level I never experienced before."

Results from the experience were qualified through 360 degree surveys issued after attendees completed the course.

"I have received some great feedback from my employees and teammates as a result of the survey and being more deliberate in communicating my values and the team's values towards our common goals and purpose," Lambrecht said.

"It has helped me to improve myself in a manner that is open and honest with me and my employees, and the same for them. This positive approach has strengthened relationships and been a catalyst for a much higher level of teamwork," he added.

Due to the results of the November course, more of DLA Energy Americas' leadership will attend the training in April. 



GROWTH



LEADERSHIP



Pacific Pivot

The amphibious assault ship USS Makin Island departs Naval Base San Diego on its first operational deployment to the western Pacific region. DLA Energy Americas supports requirements for bulk petroleum, lubricant oils and fuel additives for the Pacific area of operations from suppliers on the U.S. West Coast. Photo by Navy Chief Petty Officer John Lill

By Terry Shawn

The Department of Defense is continuing to move forward with its strategy to reposition and rebalance its assets in the Pacific area of responsibility to better support the warfighter and preserve security.

Defense Logistics Agency Energy regional offices, including Americas, will serve as a jumping off point for the organization of that logistical undertaking.

The Department of Defense Quadrennial Defense Review 2014, a document former Secretary of Defense Chuck Hagel said in March 2014 would “seek to adapt, reshape and rebalance our military to prepare for the strategic challenges and opportunities we face in the

years ahead,” explains the intent of the U.S. rebalancing of assets in the Pacific.

“[The intent is] rebalancing and sustaining our presence and posture abroad to better protect U.S. national security interests. In striving to achieve our three strategic objectives, the department will also continue to rebalance and sustain our global posture,” according to the review. “We will continue our contributions to the U.S. rebalance to the Asia-Pacific region, seeking to preserve peace and stability in a region that is increasingly central to U.S. political, economic, and security interests.”

To support the pivot to the Pacific strategy, Defense Logistics Agency Energy has redefined its mission to efficiently and effectively support the services in repo-

sitioning of DoD assets in the region. In this rebalancing mission, DLA Energy Americas, commanded by Army Col. Ronald Ross, plays a role.

The combination of professional petroleum logistics and quality assurance specialists at DLA Energy Americas regional commands at Houston, under the command of Army Lt. Col. Christopher Oldani, and DLA Energy Americas at San Pedro, California, commanded by Air Force Maj. Todd Morin, provide support and logistical expertise to the rebalancing effort in the Pacific.

DLA Energy Americas at San Pedro annually provides more than \$2.1 billion worth of bulk petroleum support to 130 bases, stations and federal agency sites in 11 western states in the continental U.S., said DLA Energy Americas at San Pedro Deputy Commander David Ray.

“Our region also supports requirements for bulk petroleum, lubricant oils and fuel additives for various locations in Hawaii, Japan and Guam in the Pacific area of responsibility from suppliers on the U.S. West Coast,” he added.

Improvements Advance the Pivot

To support the rebalancing strategy in the Pacific, DLA Energy West Coast facilities have had to be improved to more efficiently support the increase in personnel, vehicles, aircraft and vessels involved with the mission.

Naval Base Point Loma, California, originally built in 1907 as a Naval coaling station that provided coal to support President Theodore Roosevelt’s Great White Fleet during its 1908 sail around the world, had its fuel storage system modernized and will have its old fuel pier replaced with a double-deck concrete fuel pier as part of an ongoing \$66.3 million military construction project. Nearby, Marine Corps Air Station Miramar also replaced its 1950s-era fuel storage system.

DLA Energy is providing millions of dollars in Sustainment, Restoration and Modernization funding to ensure optimal readiness and stewardship of all defense fuel support points across the globe, Morin said.

To meet demands, including the Pacific pivot requirements, there has been an optimal integration of west coast commercial refinery, storage and distribution evolving capabilities with a strategically reshaped DoD petroleum infrastructure to provide bulk petroleum supply and distribution.

DLA Energy Americas at San Pedro has led the way in expanding DoD’s access and innovation into the continental U.S. West Coast commercial terminals, fuel ports and distribution systems, Ray said.

“By utilizing Tender Operating Agreements and commercial owned/operated defense fuel support points, Americas at San Pedro, along with their Fort Belvoir teammates, strategically established commercial fuel terminals within the pipeline distribution system,” he added. “[This was done] to meet growing DoD demands, and provide supply chain resiliency to meet contingency and crisis response while providing optimal efficiency and stewardship than could have been achieved via traditional military construction options such as government owned and operated facilities,” he added.

Americas at San Pedro maintains strategic relations with petroleum refinery, distribution and storage partners such as Kinder Morgan Energy Partners, Exxon Mobil, NuStar, Chevron, BP, Valero and Tesoro, who provide DLA Energy with options and benefits.

“The combination of strategic leveraging of commercial partners’ distribution and supply chain capabilities along, with targeted modernization of DoD DFSPs, is a winning combination to provide optimal strategic logistics options and capabilities while balancing stewardship and resiliency,” Ray said.

Training Promotes Readiness

The military readiness that enables and sustains the Pacific pivot is accomplished at the National Training Centers that are located in Americas at San Pedro’s area of responsibility.

DLA Energy Americas at San Pedro provides bulk petroleum sustainment to three centers in California: the Army’s National Training Center at Fort Irwin, Marine Corp Air Ground Combat Center at 29 Palms and the Navy’s Fleet Ports at San Diego. Other centers in the AOR supported by DLA Energy are Puget Sound, Washington, Air Force’s Red Flag exercises at Nellis Air Force Base, Nevada and the Navy’s premier tactical air warfare training center at Naval Air Station Fallon, Nevada.

A part of the Pacific pivot involves the shift to commercial storage facilities from government-run defense fuel support points.

In 2014, DLA Energy Americas at San Pedro and the California Army National Guard conducted the joint fuel logistics exercise, FUELEX, which demonstrated a coordinated effort in fuel distribution throughout the southern California region. Twenty-eight tanker trucks moved 238,000 gallons of jet fuel from DFSP Point Loma to five California bases. Based on the success of the exercise, 2015’s FUELEX will be expanded to lift fuel from the petroleum contractor’s-owned, contractor-operated terminals to interface with commercial terminals versus military DFSPs.



The amphibious dock landing ship USS Pearl Harbor arrives in Pearl Harbor after completing the annual Pacific Partnership response preparedness mission. To meet the growing demands of the Pacific pivot strategy, DLA Energy is providing millions of dollars in Sustainment, Restoration and Modernization funding at Pearl Harbor to ensure optimal readiness of the region’s defense fuel support points. Photo by Navy Petty Officer 2nd Class David Kolme

It is from the West Coast that a majority of the force projection and logistics sustainment will originate to support and sustain any significant pivot to the Pacific crisis response, Ross said.

“DLA Energy Americas and their West Coast strategic partners have historically, and continue to create, fuel logistics options to ensure the pivot to the Pacific is sustained and ready to surge to meet any and all warfighter fuel requirements,” he said.

History Has Seen Repositioning Before

DoD operations on the U.S. West Coast have played a role in facilitating the military services’ peacetime preparations in a Pacific regional strategy just as they did more than 95 years before.

During tensions between the U.S. and Japan in 1919, the administration of President Woodrow Wilson transferred American warships to the Pacific Ocean. Because the port at San Diego was considered too shallow, the fleet went north to what would become the new battleship anchorage; the ports of San Pedro, also known as Los Angeles Harbor, and Long Beach, California.

“Los Angeles Harbor was one of the world’s greatest oil ports,” according to the book, *The Battle Fleet at San Pedro, Long Beach, California – 1919-1940*. “Savings in oil transportation costs alone went a long way in keeping the fleet within its modest peacetime budget.”

Battleships, carriers and auxiliary ships operated and trained from 1919 to May 1940 on the U.S. West Coast until, after completing the annual naval exercise in Hawaii, President Franklin Roosevelt ordered the fleet to remain at Pearl Harbor, Hawaii. This repositioning of U.S. military


forces was designed as a strategic deterrent until the beginning of World War II.

After the beginning of World War II, the Dept. of Interior’s Army-Navy Petroleum Board, which would become the DLA 20 years later, was established in 1942. Through the coordinated efforts with the petroleum industry, a majority of the Pacific theater of operation’s bulk petroleum support would come from the petroleum refining and distribution systems in the Western U.S.

“For the same reasons the Navy chose the Los Angeles Harbor/Basin to pivot their battle fleet to the Pacific in 1919 and leverage the commercial energy partners support, DLA Energy has strategically located [Americas at San Pedro] to optimally align with our continental U.S. West Coast strategic commercial and military partners,” Ray said.

Over the past several decades, this has resulted in the optimal integration of west coast commercial refinery, storage and distribution systems’ evolving capabilities with a strategically reshaped DoD petroleum infrastructure to provide bulk petroleum supply and distribution resiliency and stewardship, he explained.

DLA Energy Americas and their distribution and contracting teammates at DLA Energy Supplier Operations in Fort Belvoir have partnered with [commercial petroleum companies/partners] to leverage their vast fuel distribution and storage systems to provide optimal bulk petroleum support and resiliency to the greater DoD bulk petroleum distribution network, Ray said.

“We are ready to repeat the history of the historic fuel logistics successes of our World War II predecessors by ensuring we have the options to push regional and global fuel logistics to the warfighter,” Ross said. 

Quality Assurance Essentials

By Irene Smith

From tanker and barge operations in the port of Los Angeles to rail car operations outside of Houston, quality assurance representatives ensure fuel quality meets the specifications of their customers.

“QARs are the foot soldiers for keeping contact with our customers and partners,” said Defense Logistics Agency Energy Americas Operations Support Director Jason Hill. “A QAR’s mission is to provide quality assurance support and oversight to the DLA Energy regions, service partners and commercial entities. They also investigate and resolve customer complaints and provide disposition instructions for off-specification fuel.”

QARs throughout DLA Energy Americas perform a staggering diversity of quality operations and missions. To ensure quality operations are performed in accordance with Department of Defense and DLA Energy requirements, DLA Energy Americas has 54 QARs assigned between Houston and San Pedro, California.

“In one week, our QARs can perform up to 14 different missions sets with some operations consisting of over 600 individual inspections, audits, surveys and visits. On average, our QARs are conducting 13 customer visits, 30 pipeline operations, 580 tanker truck inspections, 18 laboratory audits and even a support mission for Air Force One,” Hill said. “We recently refined our reporting process to ensure greater consistency and clarification of how many missions were completed each week in order to better depict the quality assurance support provided by our QARs.”

QARs provide updates and status of engineering projects to the contracting officers, engineers and different contracting officers within Direct Delivery Fuels and DFSP Management directorates.

“We are the eyes and ears of the contracting people,” said Quality Assurance Specialist Mike Koury. “We do this many different ways – through our weekly activity reports, [telephone conferences] and participation in audits and visits.”

A QAR’s job covers three areas that make them critical to the success of DLA Energy, Koury said.

The first area is during the pre-award contract process when QARs perform the pre-award surveys to assist contracting offices in making a determination of responsibility.

“By performing site surveys, the QAR identifies an offeror’s ability to meet a future contract requirement or identify areas of deficiencies for improvement during the negotiation phase,” Koury said. “One example is inspecting trucks and rail cars so that they are suitable to load. We also perform post-award reviews to assure new



A soldier looks to see if the tank is full during a rotation at the National Training Center, Fort Irwin, California. NTC is one of two service premier training sites DLA Energy Americas at San Pedro, California, quality assurance representatives are responsible for monitoring. Photo by Air Force Senior Airman Daniel Hughes



Soldiers maneuver a convoy of fuel tankers during a rotation at NTC. DLA Energy Americas at San Pedro QARs do myriad activities concerned with the quality of fuel received at the training center. Photo by Spc. Randis Monroe

contractors or those with new products/specifications understand what DLA expects in the performance of the contract.”

A second area is the post-award quality assurance where a QAR performs oversight at a supplier’s or partner’s operations.

There are more than 14 different types of inspections QARs perform in DLA Energy Americas. The QAR’s responsibility is to assess the product quality being offered, agree on the quantity being purchased and accept the product which obligates the government to pay for the purchase.

“One day we could be performing an into-plane inspection to ensure compliance to the contract and provide assurances to the air crew that the contractor location can provide on-specification product in a safe manner,” Koury said. “This might include ensuring the product destined for the president’s aircraft is on-specification and notification to the presidential support team that all is well. The next day we could be visiting a customer to assess a primary tracking system used [in a] commercial inventory banking

system.”

The third critical area of a QAR’s responsibility is when a fuel delivery occurs. For every fuel delivery, a DLA Energy QAR is on-hand at the loading facility to validate both the loaded quantities and converted quantities, and to assure compliance with the contract terms. DLA Energy normally accepts custody transfer of the product at the point of origin unless otherwise specified in the individual contract narrative. Validating a fuel delivery could include gauging tanks before and after movement to witnessing the sampling and gauging of a product on a marine vessel prior to discharge.

QARs also perform depot quality assurance by checking product quality throughout the DLA supply chain, investigating quantity discrepancies and ensuring partners comply with the terms of their contract.

When discrepancies arise, the QAR is present to step in to record and resolve the situation, Koury said.

Lastly, they offer advice and assistance when military service partners

and customers are having issues.

“At all times, the QAR is the eyes and ears of DLA Energy within the supply chain and provides information back to the region and center folks,” Koury said.

“It takes an individual with specific skills and education to be a QAR, and it helps to have a military background,” Koury said. “Many older QARs came from industry [refinery quality assurance or independent inspection groups or has a science degree].”

Most of the QARs working for DLA Energy Americas come from the military having fuel quality backgrounds, he added.

A DLA Energy QAR is required to meet two sets of training standards.

One is required by the Defense Acquisition Workforce Improvement Act for the Production, Quality and Manufacturing field of expertise. All courses required under DAWIA are run by the Defense Acquisition University. Journeyman QARs must achieve Level II certification within

two years of entry into the position.

A QAR is also required to obtain commodity certification in the specific area they have cognizance over.

“Our QARs are required to take a petroleum quality analysis course, an into-plane quality assurance course or, if working with coal or aerospace energy commodities, training in these areas,” Koury said. “Once the DLA Energy commodity courses are obtained and on the job training evaluations confirm the QARs’ knowledge of the quality assurance procedures, they receive commodity certification from the DLA Energy Quality Technical Support office.”

QARs in the DLA Energy Americas at San Pedro office undergo the same training requirements and depth of responsibilities as their East Coast counterparts. Frequently assigned to billets overseas, QARs often rotate from one regional Energy command to another.

An example of job diversification is QAR Supervisor Mike Cochran. Assigned to DLA Energy Americas at San Pedro, he oversees a team of five QARs who ensure the quality of \$2.1 billion in annual bulk petroleum support to 130 Department of Defense bases and federal activities in the 11 Rocky Mountains states and Western United States. This includes inspecting pipeline fuel shipments in six separate pipeline systems spanning several thousand miles of combined pipeline distribution.

His team also inspects tanker shipments and barge loadings in and out of five fuel seaport fuel hubs and manages the movement of six-thousand gallon-sized bulk fuel containers of fuel additives and lubricating oils that are shipped out to Hawaii, Guam and Japan on a regular basis.

“I am responsible from San Francisco bay south to all of Southern California, Nevada, and all of Arizona and New Mexico,” Cochran said. “We cov-

er two of the services premier training sites, Nellis Air Force Base and National Training Center, Fort Irwin, California. We do a myriad of things concerned with the quality of fuel they receive. We track the fuel from the refinery to the Kinder Morgan pipeline and then we’re also concerned with DLA-funded projects in Nellis.”

A QAR at the National Training Center has numerous responsibilities.

“We are at locations to monitor progress,” Cochran said. “We may go out there if there is a problem. That is what brings us to unscheduled visits to a site. Put DLA eyes on things so that we are protecting our interests on what is being called a problem.”

A QAR for more than 30 years, Cochran began his career in career working for the Navy at Long Beach, California in an apprenticeship program in 1979.

“During that time I was involved in the overhaul of USS New Jersey and USS Missouri as a marine machinist,” Cochran said. “Then I went on to work as a QAR for the Defense Contract Management Agency. A lot of our QARs got their start working for DCMA.”

It was at DCMA that Cochran had the opportunity to deploy in support of operations in Croatia, Bosnia and Herzegovina.

“There was a need for QARs and I volunteered for five six-month deployments and that is how I got my start in the petroleum agency,” Cochran said. “During that time, I fell under operational command of DCMA Southern Europe who then recruited me as a petroleum QAR beginning in August 2000. Eventually the QARs functions were transferred to Defense Energy Support Center [now known as DLA Energy.] I chose to stay with DLA and ended up spending 11 years working for DLA Energy Europe & Africa in Germany and then transferred to San Pedro four years ago.”

While the job has changed over the years, certain elements of the QAR profession still remain.

“Previously, we had more hands on testing and then we moved on to statistical control,” Cochran said. “Now, especially in the energy sector, we are going toward more commercial products and practices. In the past, we used to procure a military specific fuel, JP8, and now we are moving away from that fuel and buying Jet A and Jet A1 commercial products. By buying the commercial products, it expands the commercial market so we have more commercial suppliers, which creates greater competition and eventually produces a lower price. It is a smarter way to go ... because it gives DLA a lot more flexibility and a fungible product that gives us flexibility to better utilize our supply chain.”

What hasn’t changed are a QAR’s hours and the unique working conditions of ensuring quality assurance.

“All of the guys work independently and you need to be very responsible and be the kind of person who doesn’t need direct supervision,” Cochran said. “Many of the decision you make are on your own. Travel conditions can be demanding, especially with budget crunches, which make it harder for us to do our jobs. Sometimes we have to do a lot of work in a very short time.”

Cochran said a QAR’s job is mostly done outside the office. The weather can be cold, rainy and dismal. Tanker operations operate on a 24 hour clock and don’t take breaks or holidays.

“The biggest thing a QAR needs to possess is integrity,” Cochran said.

“Often times the QAR is the only person on site representing DLA Energy, and you constantly have to keep the government’s interests in mind when dealing with the contractors and warfighters. The decisions that you make on your own can have a big effect on the agency,” he added. **ES**

Fueling Federal Efforts

By Amanda Neuman

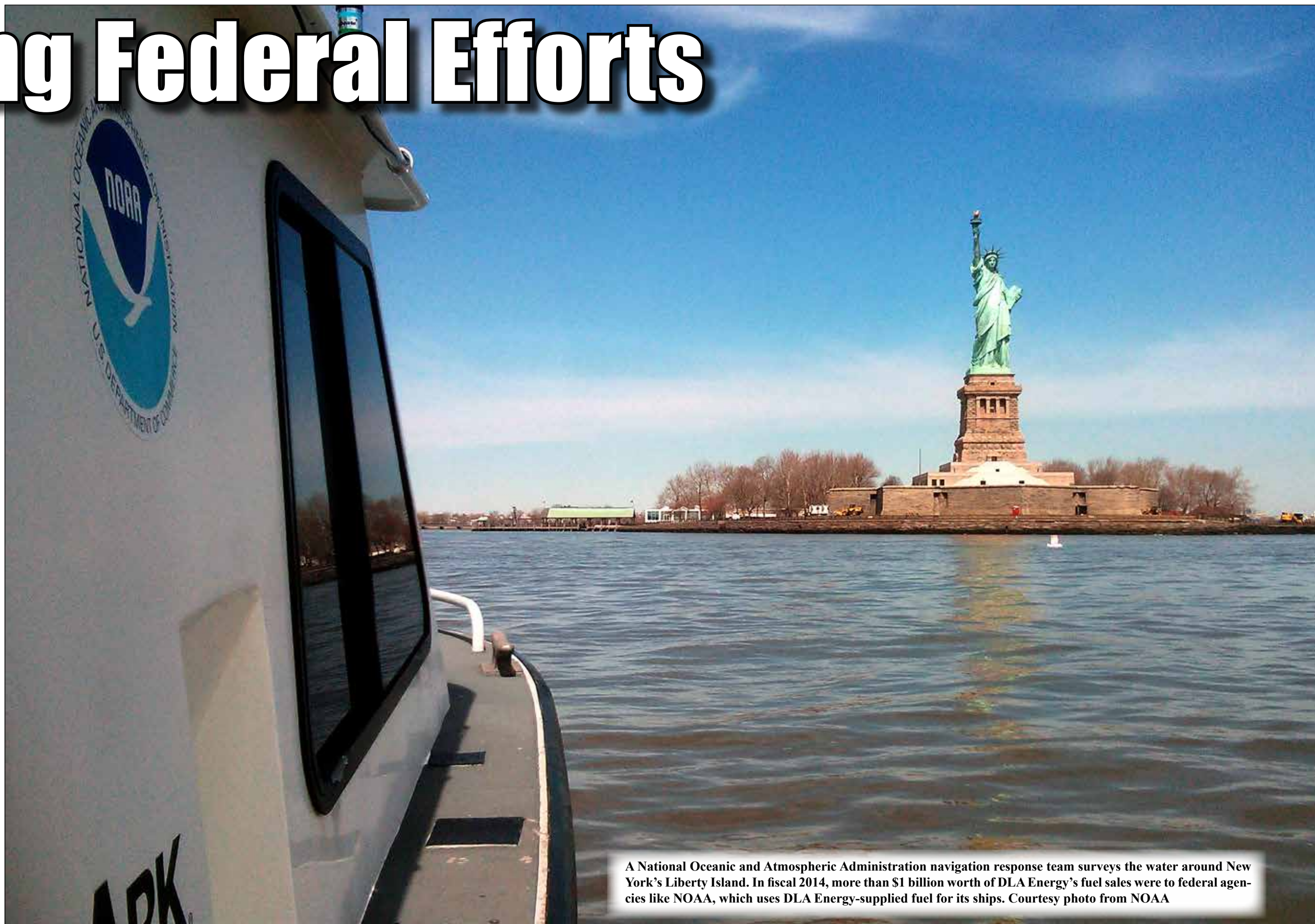
When it comes to supplying fuel, Defense Logistics Agency Energy is a \$17 billion sales machine, accounting for half of DLA's total sales in fiscal 2014 alone. While most of that fuel went to the agency's military customers, almost \$1 billion worth headed to more than 2,000 locations worldwide to support federal civilian customers.

According to federal regulations, federal agencies are directed to use DLA Energy when their annual fuel requirements exceed 10,000 gallons a year, but they also use DLA Energy for quantities less than that amount. DLA Energy can offer many benefits to federal customers, namely lowered costs, transparency and agility, DLA Energy Commander Air Force Brig. Gen. Mark McLeod told federal representatives at a Dec. 15 summit.

"The [Department of Defense] and the federal government point you towards us as a provider, but what we want to do is make this mutually beneficial," he said. "Come to us and let us help. We cover about 75 percent of the workload from the federal government agencies right now, and I think there are ways that we can close that gap."

Establishing partnerships with federal agencies isn't new to DLA Energy. In fact, DLA Energy and its predecessor organizations have provided contract support for fuel since before World War II, said Marc McConahy, chief of the customer relationship management division in DLA Energy.

"Since the 1930s, we've accepted and contracted for federal agency fuel requirements with a minimum of pa-



A National Oceanic and Atmospheric Administration navigation response team surveys the water around New York's Liberty Island. In fiscal 2014, more than \$1 billion worth of DLA Energy's fuel sales were to federal agencies like NOAA, which uses DLA Energy-supplied fuel for its ships. Courtesy photo from NOAA

Supporting the Coast Guard

A one-time fuel resupply to the remote Midway Islands is a prime example of DLA Energy's ability to provide fuel anytime, anywhere to federal customers, in this case the U.S. Coast Guard, said Marc McConahy, chief of the customer relationship management division in DLA Energy.

"We're commonly refueling the Coast Guard, because they come to us for their fuel," he said. "This is a long-term relationship. We've had agreements with them for more than 20 years."

Even though the Coast Guard is part of the Department of Homeland Security, it is supported in much the same manner as the military services, McConahy said.

Up until December 2014, fuel going to the Coast Guard site at Midway was provided by DLA Energy and transported to the islands by the Fish and Wildlife Service

via cargo barge, McConahy said. But when the Fish and Wildlife Service was unable to assist with fuel delivery, DLA stepped in, because distribution is part of its partnership with the Coast Guard, he said.

"Getting fuel to Midway is particularly challenging," he said. "It's 1,300 miles from the nearest source of fuel, you can only get fuel there using 5,000 gallon containers, environmental regulations limit delivery to 42,000 gallons, and the barges capable of safely reaching Midway are few. So the scheduling is quite difficult. Plus, it takes 10 days for the barge to get there and 10 days for it to return. There is a lot of coordination needed internally and externally to accomplish this mission."

The resupply, completed in January, brought the Coast Guard back to its normal inventory level and helped fulfill a unique mission for DLA Energy.

— Amanda Newman

perwork," he said. "We've accepted these requirements on a worksheet, by email, and by fax; we've successfully done business informally like this for years."

Today, with new federal acquisition regulations and audit readiness responsibilities, the agency is entering into formal fuel purchase agreements with federal partners, helping firm up relationships and support obligations, McConahy said.

"There are lots of reasons we're doing formal agreements now, but it's namely for auditability purposes," he said. "Plus, we get down to the details on who is going to do the work, at what level in that customer organization it will be done at and how we want to do the billing."

DLA doesn't require agreements with all agencies, McConahy noted. Agencies that are funded by DoD, like the National Geospatial-Intelligence Agency, are directed to use DLA by DoD regulation for their supplies and services and don't require formal agreements.

Agreements can last for up to nine years and have to be reviewed annually, McConahy said, adding that oftentimes, several agreements are in place with the same federal department simultaneously.

"I try to get national agreements signed whenever possible; however, federal agencies are organized much differently from DLA and much differently from each other," he said. "Some have centralized processes while others, for example, the Department of Interior, defer to their bureaus, like the

Fish and Wildlife Service, the National Park Service, etc. Each of those bureaus gets its own appropriation from Congress and allocates that funding further down, so basically, I'm following the money, and I have to work my way down from bureaus to regions and then to sites for agreements."

So far, more than 40 agreements have been signed between DLA Energy and federal agencies that want to receive fuel products, McConahy said. Federal agencies use DLA's external business Web tools to place fuel orders and record accepted delivery, which ensures an appropriate audit trail for both DLA and its customers.

"Our largest non-DoD customer is the U.S. Postal Service," he said. "We estimate their requirements to be around 49 million gallons annually, supporting 200 locations where deliveries will go directly to USPS-owned tanks that dispense to their delivery vehicles, like the ones that come by your house; heating fuel when needed; and their vehicle maintenance facilities around the country."

The Department of Interior is the next largest federal agency, with 37 million gallons annually in direct vendor fuel deliveries, McConahy said, and DLA also supplies about 60 percent of the Department of Justice's requirements, with plans to expand that support.

Another part of DLA Energy's business with federal customers involves the sale of fuel for planes and ships, McConahy said.

"If they want to land at a military base, they can use the

[Aviation Into-Plane Reimbursement] card to get fuel," he said. "They can also use all of our contracted into-plane refueling locations, like at Chicago O'Hare or Dulles, and they can land at any commercial location that will accept an AIR Card for payment. Most of the fuel for ships goes to the Navy, obviously, but we also support [the National Oceanic and Atmospheric Administration], the Coast Guard and others."


With the recent integration of DLA Energy into the Enterprise Business System, DLA's primary financial system, fuel support has become easier to manage, McConahy said. EBS allows DLA to aggregate all the requirements of DoD and federal customers, consolidate federal purchase requirements, attract more vendors and allow for better volume pricing, he said, which is a "win-win" for all DLA customers.

"Until EBS came along, we had no standardized, automated mechanism to recover costs, so EBS is the key to successfully rolling out this program," he said. "Now we have a more robust supply chain management system, and it gives us the ability to track the contract performance and sales and assess or optimize the supply chains that lead to improvements in many areas from execution to oversight. We can see what the customer is doing and how much they're using the contract. [Federal agencies] have the same visibility at all levels in their organizations. So there are factors in place that were never there before."

With more than 730 unique federal installations, each site can have multiple delivery locations and fuel product requests, McConahy said.

"We support some sites for the Federal Aviation Administration in Alaska," he said. "The only way you can get fuel to them is by plane, and the resupply is subject to the weather. In the Grand Canyon, we have multiple delivery points. Every site that we support, federal or military, is unique, so it's crucial that we tailor the requirements very specifically to the customer's location and needs."

With sales to the military declining due to budget constraints, federal agencies can help DLA Energy recoup some of its lost business, McConahy said.

"In the next couple of years, [military] sales are clearly going to be down, but we're getting new federal customers all the time," he said. "Overall, the annual value of these [federal] contracts exceeds \$670 million. So from that standpoint, it makes up a little bit for our loss of DoD sales. We tell federal agencies, 'We're here to support you.' We know our EBS process works for about 3,000 military line items quite well, so we're just working to carry that success through to the federal agencies." 

Contingency Fuel Support

One of the best examples of DLA Energy's immediate fuel support lies with the Federal Emergency Management Agency, the lead agency for the federal government supporting natural and man-made disasters in the continental United States.

DLA Energy Commander Air Force Brig. Gen. Mark McLeod spoke of the partnership to federal representatives at a Dec. 15 summit at the McNamara Headquarters Complex.

"With FEMA, it's the ability to plan forward," he said. "By putting in the advanced fuel storage locations, if we ever get another super storm in the northeast, we've got the ability to have quick access to that fuel at multiple locations and support them in contingency operations. That's the 'new' way of thinking about how to prepare across the whole of government. We're all logisticians; we all think about our own collective responsibilities in the same way. Think of us though as a means of unleashing a much larger capability to support those sorts of things."

The interagency agreement between DLA and FEMA was established after Hurricane Katrina hit the Gulf Coast in 2005. The two agencies realized there were duplicate efforts and little coordination or communication for disaster relief support. DLA's 18 distribution centers and quick turnaround times were an asset when supplies, equipment and especially fuel were needed to supplement FEMA's stock.

In 2012, DLA continued its support on two more FEMA emergency disaster relief efforts. In August, DLA provided fuel and meals to FEMA in the aftermath of Hurricane Isaac. In October, through a ground fuel contingency contract, DLA Energy provided 10.2 million gallons of fuel to support FEMA when Hurricane Sandy hit the East Coast. That year, DLA provided more than \$58 million worth of disaster relief support, including food and fuel, to FEMA.

In fiscal 2014, DLA's support to state and local governments and federal agencies, including FEMA, totaled more than \$183 million.

— Amanda Neumann

Cryogenics

By DLA Energy Aerospace Energy

Defense Logistics Agency Energy provides products and specialty gases that protect the warfighter pilot and aircraft, aid in research and provide expertise in training and evaluation scenarios for the military services and agencies inside and outside the Department of Defense.

DLA Energy Aerospace Energy serves as the DoD Integrated Material Manager for 45 products and more than 120 national stock numbers of space and space-related products and services.

One of the branches of the DLA Energy Aerospace office in San Antonio is the Cryogenics & Specialty Gases branch whose primary focus is the management of aviator's breathing oxygen and liquid nitrogen along with specialty gases for military research and test centers.

Collectively, the six-person branch supports 188 locations in more than 16 countries with 75 NSNs via 65 contracts. Locations include U.S. Air Force and Air National Guard bases, Naval air station and Marine Corps facilities, Army research facilities and/or bases located stateside and overseas.

What are cryogenics?

"When one hears cryogenics their immediate thoughts may be that of someone frozen in a time capsule or frozen to travel light years into space. As cool as that sounds, this science, Cryonics is still aggressively at work," said DLA Energy Aerospace Energy Cryogen & Specialty Gases Branch Chief Evelyn Salisbury.

Cryogenic liquids are an everyday part of life for commercial and U.S. Air Force pilots. They support flight line logistics teams, research labs, medical doctors and fertility preservation centers around the world.

Cryogenic liquids are condensed gases that exist at very low temperatures. The range of temperatures with which cryogenics is concerned is not precisely defined, but it generally includes temperatures from minus 238 degrees Fahrenheit (minus 150 degrees Celsius) down to absolute zero (minus 459.67 degrees F, or minus 273.15 degrees C). Cryogenic liquids share two common properties: they are

extremely cold and they expand into very large volumes of gas. Scientists who study cryogenics are called cryogenicists. The field of cryogenics is the study of the production and of the behavior of materials at very low temperatures.

Providing the essentials for pilots

The first of Cryogenics & Specialty Gases branch's heavy workload is aviator breathing oxygen, which is often referred to as ABO or LOX. ABO is required for all pilots flying aircraft with unpressurized cabins as well as for pilots flying pressurized cabins under certain conditions.

"The air people breathe at the surface is roughly 79 percent nitrogen and other gases, and 21 percent oxygen," according to the Aircraft Owners and Pilot Association Pilot Resources. "That proportion doesn't change until [the pilot] reaches an altitude of about 70,000 feet. What does change is the atmospheric pressure. There may be the same number of oxygen molecules at 20,000 feet as there is at sea level, but because of reduced partial pressure, those molecules are spaced farther apart."

"Consequently, the partial pressure of oxygen in the bloodstream is significantly reduced; so there's not enough pressure to allow the oxygen to force its way into the blood, and you can't breathe deeply or fast enough to compensate," according to the AOPA Pilot Resources.

Under these conditions, the reduced pressure causes hypoxia. Hypoxia causes a multitude of issues for pilots, usually varying from pilot to pilot but with common symptoms of increased breathing rate, dizziness, headache, sweating, reduced peripheral vision and fatigue, but the most insidious symptom is a feeling of euphoria, according to the AOPA. Pilots suffering from hypoxia often experience a false sense of security rather than a sense of the danger inherent to this condition and/or may even simply pass out.

"The quality of the oxygen provided is of great importance," said DLA Energy Aerospace Energy Customer-Facing Chief, Ken Grams. "It must be free of contaminants that may harm the health of the pilot and crew. The ABO that DLA Energy provides is a critical life-sustaining cryogenic liquid for our DoD customers in the continental U.S. and outside the U.S.; an enormous responsibility that does not escape the conscientious and highly professional

members of the team.”

“The [Cryogenics & Specialty Gases] branch is a cohesive group of individuals recognized for being on top of their game when it comes to supporting critical missions such as Operation Tomodachi and logistically challenging field activities such as Africa and United Arab Emirates with ABO and/or liquid nitrogen, known as LN2,” said Grams.

“In addition to some of the aircraft that ABO goes into, such as the C-17 Globemaster III, C130 Hercules and C-5 Galaxy, ABO is also used by Aeromedical Squadrons for medevac patients requiring life-sustaining oxygen support,” Salisbury said.

Protecting the aircraft and more

Liquid nitrogen ranks second in demand of the products managed by the Cryogen & Specialty Gases branch. LN2 serves an important role in keeping essential parts of an airplane capable of landing correctly and safely. Nitrogen is used in as a blanketing gas in the fuel tank of some aircraft as well as in tires and struts in lieu of compressed air due to the high altitudes that the aircraft reaches.

DLA Energy Aerospace Energy’s Cryogenics & Specialty Gases branch primarily manages the above two cryogenics; however, over the last few years has also begun to manage a laundry list of bulk, welding and specialty gases for the Aberdeen Test Center at Aberdeen Proving Ground, Maryland, Grams said.

Center officials came to DLA Energy Aerospace Energy requesting the organization become their “total energy solution” for bulk, specialized, and welding type gases.

This request allowed for consolidation of their existing contractual requirements and permitted fewer vendors to enter the facilities, Grams said.

DLA Energy Aerospace Energy Cryogenics & Specialty Gases branch provides ATC with five different bulk product requirements, 11 pure gases, 17 welding gases, unique blends of the welding gases and 30 specialized mixture gases along with unique blends of the specialty gases.

The mission of the ATC is to provide test and test support services for authorized customers, within DoD and outside DoD, including government and non-government organizations, domestic and foreign.


The ATC provides comprehensive testing and training both real and simulated. It also provides expert knowledge and technical services including instrumentation application, facility operations, manufacturing and fabrication; as well as exploits emerging technologies, develops leading-edge instrumentation and test methodologies.

DLA Energy Aerospace Energy personnel also aid the ATC in their mission with cryogenic products that assist in calibration of equipment, analytical instrumentation, firing and gun sights, Gamm specifications, welding, medical, new equipment, maintenance, weather balloons and very specific test and evaluation scenarios.



A cryogenics supervisor holds a sample from a freshly filled tank of liquid oxygen at the 379th Air Expeditionary Wing in Southwest Asia. DLA Energy Aerospace Energy’s Cryogenics & Specialty Gases branch supports 188 locations in more than 16 countries with 75 national stock numbers via 65 contracts. Photo by Air Force Sr. Airman Bahia Jones

Salisbury said she recognized the wide range of skills the Cryogenics & Specialty Gases branch brings to mission success and said she is proud of the work they perform on a daily basis.

“They are an outstanding group of folks who are dedicated to ensuring the safety of the lives of our pilots and aircrew members, and to supporting the multi-million dollar aircrafts used during exercises or various critical missions around the world,” she said. 



Astronaut Robert L. Curbeam, mission specialist, is wearing portable life support and oxygen system on a 2010 spacewalk at the International Space Station. DLA Energy Aerospace procures a number of commodities including liquid oxygen and nitrogen and high purity hydrazine for NASA space programs and commercial launches. Photo courtesy of NASA

Well-Oiled Machine

By Navy Petty Officer 1st Class Daniel Garas

Keeping DLA customers supplied with the proper oils, lubricants and gases can be a slippery job. Few people understand this as well as James Beasley, the integrated supplier team leader of DLA Aviation's recycled oils program and manager of the gas cylinder and chemical programs.

The programs, open to civilian and military agencies, organize and manage various contracts to ensure oils, petroleum, gases and cylinders get to DLA customers around the world.

"Working in the program, you understand the importance of it," Beasley said. "None of those aircraft or vehicles could operate without multiple items on this contract."

The programs are a result of a recommendation from the 2005 Base Realignment and Closure Act, which advocated the privatization of the supply, storage and distribution for chemicals, packaged petroleum, oils and lubricants. The report determined that privatizing these functions would allow DLA to focus its logistics infrastructure and extend its support to customers outside of the Defense Department.

"All of the storage and overhead costs are now managed by contractors," Beasley said. "They're responsible for the demand forecasting, transportation and warehousing."

Having private firms absorb these costly and time-consuming tasks allows DLA to concentrate on more direct customer support, Beasley said. The variety of the products available in the program allows for customers in a variety of industries, he added.

"With these types of items, it's really for any customer located in any location," he said. "This program supports all military services and also includes support to the FBI and post offices."

Closed Loop, Re-Recycled Oil Program

DLA's closed loop re-recycled oil program, in which the pick-up and delivery of the oil is all handled by the agency, is one example of this directed support.

"Whether it's a Mine Resistant Ambush Protected vehicle or anything else, it's going to have oil in it," Beasley said.

Beasley explained that the idea behind the program is to provide a pick-up service that will re-refine oil so it can be used over again by customers, thereby cutting costs and saving on waste.

"When the used engine oil is picked up, it's returned to the vendor's production facilities for re-refining purposes, and then used as part of the new engine oil, which is required to contain a minimum of 25 percent re-refined content," Beasley said. "Basically, it's recycling oil."

The program is specifically designed for stateside customers and includes 25 different engine oils.

Due to the massive amount of vehicles used by DoD and DLA's civilian customers, the savings for the program can be significant, Beasley said.

Twenty-five percent of the oil contains recovered material, and aside from the environmental benefits, using private firms for the collection and storage of the oil takes the burden off the customers.

Chemical/Petroleum Oils Lubricants Program

Another chemical, petroleum and oils support contract performs a similar service in which customers can order more than just motor oil.

Under the Chem/POL contract, customers worldwide can order thousands of items, including antifreezes, weapon lubricants, dust control agents, de-icing fluids, screen cleaner and detergents.

"On the chemical petroleum contract, there are over 4,600 items on it," Beasley said. "It has an order volume of approximately 10,000 orders per month."

While not a closed loop program, customers around the world are still able to place orders and receive them within days, he said. Last year, out of 133,000 requisitions, DLA was able to fill more than 96 percent of all orders within that timeframe.



Army Spc. Richard R. Pacheco, a member of the 602nd Mechanic Company based at Fort Hood, Texas, changes the oil in a Humvee. DLA's closed loop re-recycled oils program provides customers a pick-up service that will refine the oil so it can be used over again, cutting costs and saving on waste. Photo by Army Sgt. Brian Barbour

Gas Cylinder Program

DLA customers ordering compressed gas and cylinders receive similar benefits.

Like the re-recycled oils program, the gas cylinder program is closed loop and provides a variety of gasses used in industrial applications, such as nitrogen or oxygen, and chemicals such as refrigerants.

“A benefit to the program is that it reduces a customer’s supply management tasks and their storage footprint,” said Marie Harrison, DLA Aviation’s contracting officer for the gas cylinder program. “The deliveries are fast, and the pricing is better.”

Customers benefit from higher quality products, Harrison said, because commercial products may be unreliable or substandard. For example, several years ago some refrigerant on the market had contaminants that could explode under certain conditions, she said.

To ensure the safety and quality of DLA stock, refrigerants used by agency customers pass quality control inspections.

“If you’re going outside [DLA], who knows what you’re getting?” Harrison said.

DLA’s gas cylinder program also provides a solution for a major problem facing many customers: inventory warehousing and management.

One of the program highlights is the pickup and delivery of cylinders, which is designed to be mutually beneficial, Harrison explained.

Cylinders owned by the government and used by customers stay in circulation, and their collection allows businesses to side-step the storage fees and costs associated with ownership, she said. Because the cylinders are government property, they are available without rental fees that are common in the private sector, she noted.

“If they return the cylinders, they don’t need to waste space housing the empty ones,” she said. “And it reduces the need to have safety stock on hand.”

Harrison added that this system eliminates the complexity of managing hundreds of cylinders and spending vast sums of money to acquire stockpiles. The firms using DLA’s program even learn customers’ requirements and note unusual order discrepancies that could lead to incorrect orders or expensive mistakes, she said.

“If they see something that’s very unusual, they’re going to come back and ask the customers to check up on it,” Har-



Navy Petty Officer 1st Class Clint Guernsey, leading petty officer for the Hyperbarics Department at Naval Aerospace Medical Institute, moves gas cylinders during a research project. DLA’s gas cylinder program provides a variety of gasses and chemicals. Photo by Bruce Cummins

ison said. “They’re good at keeping track of the demands of the customer.”

With such a variety of applications and service options, Harrison said, the program is in widespread use with the Army, Navy and Air Force. The service isn’t exclusive to the military, however. Any federal customer can simply sign up for the service on the DLA Aviation website, she said.

“Anybody can order it,” Harrison said. “It’s just a matter of if they want to get on board and use the service or not.”

Beasley said the same of the closed loop re-refined oil program and chemical and petroleum contracts, where customers simply log on to the DoD Electronic Mall, or EMALL, and order the service with the same process they use to order any item off the system.

Supporting multiple customers around the globe requires a vast support network, Beasley said. For problems that can’t be resolved over the phone through customer support, DLA solves the issue with site visits. DLA has provided site visits to assist customers supporting U.S. Central Command as far away as Dubai when requested, he noted.

“If we get a customer that has questions about the program, it’s not uncommon for us to set up a site visit and have somebody from DLA go there, figure out the problem, resolve it and answer whatever questions the customer has,” Beasley said. “So we definitely have a pretty extensive customer outreach program.”

He said everybody here knows what they do and understands the impact.

“We definitely try our hardest,” Beasley added. 

One Face

The face of Defense Logistics Agency Energy...



Dave Ray
DLA Energy
Americas
at San Pedro
Deputy Director
San Pedro, California

Mission: Lead a world class team of 41 petroleum supply chain and quality assurance specialists who promote supply chain innovation with commercial, Defense Department and interagency partners to enable more than \$2.1 billion in annual bulk petroleum support to 130 DoD bases and federal activities in the 11 states of the Rocky Mountains and Western United States, and tanker shipments from West Coast suppliers to Pacific area of responsibility customers. This entails managing pipeline fuel shipments in six separate pipeline systems spanning several thousand miles of combined pipeline distribution, tanker ship and barge loadings out/into five fuel seaport fuel hubs, and management of 6,000 gallon-sized bulk fuel containers of fuel additives and lubricating oils that are shipped out to Hawaii, Guam and Japan on a regular basis. Bottom line – great job when you get to ride herd with such great teammates and partners.

Highlights: Being part of a great team. DLA Energy Commander Air Force Brig. Gen. Mark McLeod called us “a tribe” when he visited. He is spot on. My highlight is that I was able in a small way to enable the Americas at San Pedro tribe to think and act at a much higher enterprise and strategic level than we ever have before. Getting the organizational structure aligned for success by upgrading our mid-level Supplier Operations supervisors from GS-12 to GS-13 and adding GS-12 leads to our GS-11 Supplier Operations workforce was our most important accomplishment because it corrected a long-standing misalignment with the enterprise workforce. It provides career progression for our tribe and is aligned with our core values, integrity and teamwork, and will fuel our purpose to achieve greater innovation and mission success.

Challenges: The challenges are the federal bureaucracy we all too often can get bogged down by, but the rewards are far greater. Getting to serve alongside DLA Energy logistics/quality professionals that have a common goal and purpose of providing optimal energy support to the warfighter, interagency and international partners every day is priceless. Working from our shared core values of integrity and team work is inspirational and is the fuel that feeds our collective fires.

Future Plans: I will report to Fort Belvoir, Virginia, in May 2015 and assume duties as the DLA Energy Supplier Operations directorate, Defense Fuel Support Point Management Plans and Operations officer and have been afforded the opportunity to lead a team of strategic planners to help senior leadership shape and align our forward looking strategic focus and objectives. I’m looking forward to partnering with the DLA Energy enterprise, our service control points, combatant command and interagency partners as we look to the future.



Better Buying Power

DoD's Mandate To Do More Without More

Better Buying Power is the implementation of best practices to strengthen the Defense Department's buying power, improve industry productivity, and provide an affordable, value-added military capability to the warfighter.

Seven areas of focus:

- 1. Achieve Affordable Programs**
- 2. Control Costs Throughout the Product Lifecycle**
- 3. Incentivize Productivity and Innovation in Industry and Government**
- 4. Eliminate Unproductive Processes and Bureaucracy**
- 5. Promote Effective Competition**
- 6. Improve Tradecraft in Acquisition of Services**
- 7. Improve the Professionalism of the Total Acquisition Workforce**